EXHIBIT A

05-44481-rdd Doc 3349-1

Filed 04/21/06 Entered 04/21/06 15:51:11 Exhibit A

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Lazard/UAW Dat: azard/UAW Data Request Lists

As of April 18, 2006

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Lazard Preliminary Data Request List

LAZARD PRELIMINARY DATA REQUEST LIST

Sent November 1, 2005

*** Note: items marked in bold and underlined signify priority

	-	DATE RECEIVED	RESPONSE TIME
I.	Business/Operational Information		
	A. High-level legal / corporate organizational / structure chart showing principal operating and financing entities, including location and ownership	1/22/06	83 days
	 Include structure chart for non-debtor operations if not captured above 		
	B. Summary and schedule of material partnerships, joint ventures and affiliates	1/22/06	83 days
	C. Internal / consultant prepared market studies on sales/growth trends, cost and productivity initiatives, fixed/variable cost analysis, competitor or benchmarking analysis, market share, volume, pricing, etc.)	11/21/05	21 days
	D. Summary of material inter-company agreements between debtors and non-debtors (guarantees, tax sharing, etc.)		

Lazard Preliminary Data Request List (cont'd)

Ш.					II.					
Personnel Information and Labor Agreements	 D. Discussion of plant closings in process or in consideration along with related economic considerations (i.e., cost/benefit analysis) 	C. Summary of planned facility closures due to anticipated restructuring activities	B. Estimates and internal reports on capacity, utilization	A. Schedule of facilities by product line, including location, square footage, age, number of employees per facility (union and non-union) and whether facility is leased or owned (rent/mortgage amount)	Manufacturing and Facility Information	 H. Description of hedging policies, including any hedging studies or analyses 	G. Description of material supply contracts (volume, term, pricing, any hedges/forward contracts, etc.)	F. Summary description of sales and marketing process, including any new material customer relationships/contracts being marketed and likelihood of success, as well as bid history	E. Summary terms of material customer contracts (revenue, volume, supply costs, profitability, payment terms and revenue giveback), including breakdown by product or business line	
				1/23/06 — 3/09/06		1/24/06			12/21/05	DATE RECEIVED
				84 days, 88 days, 122 days, 129 days		85 days			51 days	RESPONSE TIME

Lazard Preliminary Data Request List (confd)

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Analysis (pg. 22 of October 21-22 Financial Overview presentation), as well as cost estimates for 2007 - 2009	 Analysis of impact on hourly/salaried employees, including changes in headcount, salary, pension, benefits and any triggering of COBRA 	F. Summary of planned major restructuring activities in terms of expected impact on employees, including:	E. Summary pay scale for hourly wage employees by product line and location	D. Description of collective bargaining agreements other than $UAW^{r}s$	C. Personnel census summary by location (age, tenure, etc.)	— Full-time versus temporary workforce	Union vs. non-union	 By general geographic region (U.S., Western Europe, China, etc.) 	— By product line	 By function (i.e., manufacturing, sales, administration, etc.) 	B. Breakdown of employees:	A. Management organizational charts	
11/22/05			2/13/06		1/23/06	2/11/06	2/11/06	2/11/06	2/11/06	2/11/06		12/1/05	DATE RECEIVED
22 days			105 days		84 days	103 days	103 days	103 days	103 days	103 days		31 days	RESPONSE TIME

Lazard Preliminary Data Request List (confd)

						IV.							
By status, including assets/obligations	 By funding requirements (cash) and expense 	 By employee status (retiree vs. active, including vested and non-vested active employees) 	 By employee type (hourly vs. salaried) 	 By division and product line 	A. Schedule of pension plans and retiree medical obligations	Benefits (Pension and OPEB)	H. Detail behind KERP proposal and discussion of retention issues	 CAR (Michigan consulting company) report cited in Oct 20-21 proposal 	 Bureau of Labor Statistics report cited in Oct 20- 21 proposal 	 Other productivity measures, as well as any tradeoff analyses between labor costs and productivity 	 Studies analyzing labor rates or costs per hour of revenue for both domestic and foreign operations 	G. Internal, consultant or market studies regarding competitive wage and benefit structures, including:	
1/22/06	1/13/06	1/22/06	1/22/06	1/13/06 - 1/20/06				11/21/05	11/21/05		11/21/05		DATE RECEIVED
83 days	74 days	83 days	83 days	74 days, 81 days				21 days	21 days		21 days		RESPONSE TIME

LAZARD PRELIMINARY DATA REQUEST LIST

Lazard Preliminary Data Request List (conf'd)

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A. Consolidating and consolidated financial statements	Financial Information	H. Schedule of VEBA assets by entity	G. Copies of presentations, analyses and backup detail showing the benefit of freezing the pension plan vs. termination, including the differences by year, in terms of cash and expense	F. Copies of all reports, whether generated internally at Delphi or externally, analyzing pension and medical obligations and potential alternatives for addressing such obligations, or otherwise related to such obligations	E. Copies of all actuarial and other reports, whether generated internally at Delphi or externally, forecasting pension and medical obligations	D. Summary of retiree medical obligations, including terms of coverage, costs of each item covered, and other details relevant to understanding operation of retiree medical obligations	C. Discussion of retiree medical plans and obligations, including observed cost trends over past 5 years, forecasted spending amounts, and key assumptions/drivers	B. Discussion of pension plan historical/forecasted performance and key assumptions used in forecasted performance	
1/13/06			12/19/05 - 3/20/06	3/20/06	1/31/06	1/31/06	1/31/06	1/26/06	DATE RECEIVED
74 days			49 days, 140 days			92 days		87 days	RESPONSE TIME

Lazard Preliminary Data Request List (cont'd)

	DATE RECEIVED	RESPONSE TIME
(income statement, balance sheet and cash flow) by product line for historical (2002, 2003 and 2004) and forecast (2005 – 2009)		
B. Latest DIP Budget	12/19/05 - 1/13/06	49 days, 74 days
C. Discuss key drivers and assumptions for forecasts and DIP Budget; examples include:		
 Continuing operations vs. planned divestitures/exits 	3/10/06	130 days
— Covenant requirements		
 Business plan for new product launches and tooling expenditures incurred to date 		
D. Discuss profitability for the last three fiscal years		
 By product line 	1/13/06	74 days
 By customer (or platform) 		
 Domestic vs. international (by region) 	1/13/06	74 days
E. Description of profitability improvement initiatives and lean manufacturing initiatives (timing, expected implementation costs and savings)		
F. Summary of non-restructuring related pro forma adjustments for the last three fiscal years (reconciliation from operating income to EBITDA)		

LAZARD PRELIMINARY DATA REQUEST LIST

Lazard Preliminary Data Request List (conf'd)

101 days	2/9/06	whether each is accounted for as debt or equity, as well as supporting documents M. Schedule of outstanding LCs	
85 days 85 days	1/24/06 1/24/06	 J. Summary schedule of debt, including most recent amounts for capital leases, A/R securitization and factoring K. Summary of guarantors for each debt instrument 	
134 days	3/14/06	I. Detail of NOLs and other tax credits, and reconciliation of 2004 pre-tax income to taxable income	
74 days	1/13/06	H. Detail of historical and projected working capital and capital expenditures by region and division, including assets under capital lease, any ROI analyses, etc.	
135 days	3/15/06	 Breakdown of SG&A, including IT, HR, finance, legal, purchasing, corporate affairs, plant overhead (if applicable), etc. Allocation of overhead by product line Allocation of D&A to SG&A and COGS 	
74 days	1/13/06	Breakdown of COGS, including materials, labor, variable and fixed manufacturing cost, scrap expense, plant overhead (if applicable), etc.	
		G. Discussion of SG&A and COGS, with detail by division, including:	
RESPONSE TIME	DATE RECEIVED		

Lazard Preliminary Data Request List (confd)

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LAZARD PRELIMINARY DATA REQUEST LIST

	N. <u>Prelin</u> entity illust distri	O. Prelir	P. Statu facili there withi	Q. <u>Cash</u>	I		 	R. Detai foreig conse	VI. Other Information	A. Copies of two years	B Viscos of board months of for past most (specifically
	Preliminary schedule of claims and legal priority by entity, and any preliminary waterfall analyses illustrating how various claimholders may fair from distributions	Preliminary liquidation analysis	Status of compliance with covenants for each credit facility and discussion of any covenants for which there is a reasonable likelihood of noncompliance within the next 18 months	Cash needs of business:	Discussion of minimum cash requirements to operate business, both in North America and globally	Overview of cash management systems	Discussion of existing and forecasted liquidity position	Detail on mechanism(s) for cash repatriation from foreign subsidiaries (including description of any tax consequences) and financing requirements	formation	Copies of management letter from auditors for the last two years	
DATE RECEIVED	2/11/06	2/9/06	2/9/06				12/19/05	3/6/06			
RESPONSE TIME	103 days	101 days	101 days				49 days	126 days			

LAZARD PRELIMINARY DATA REQUEST LIST

Lazard Preliminary Data Request List (confd)

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G. Description of any pending or threatened litigation or environmental matters	Description of any and all discussions or tentative plans regarding public/government support (e.g., tax abatements, workforce training funds, free land for greenfield operations, etc.)	 Presentations to rating agencies and research analysts for last 2 years 	D. Copies of internal/consultant prepared offering memoranda or other presentations to investors or potential acquirers	C. Copies of third-party presentations (Rothschild, FTI or Kutzman Carson Consultants, etc.) prepared over the past two years addressing appraisal/valuation, strategic initiatives, expressions of interest received, etc.	board presentations	1
2/11/06	2/11/06	2/11/06				DATE RECEIVED
103 days	103 days	103 days				RESPONSE TIME

LABOR-RELATED DATA REQUESTS

Labor-Related Data Requests

APRIL 2006

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LABOR-RELATED DATA REQUESTS

Requested during meeting with Rothschild on November 22, 2005 (meeting regarding the Pennysheet and competitive labor costs)

0		DATE RECEIVED	RESPONSE TIME
I. Ex	Explanation and detail for several pennysheet items		
Α.	Headcount plan for 2006-2010 (employees, retirees, and if available, health plan members)	1/31/06	70 days
В.	Detailed headcount walk for 2006-2010 broken down by active, contract, jobs, retirements and if available, health plan members		
C.	Straight time wage increase assumptions for out-years	1/23/06	62 days
D.	D. Profit-sharing calculation, including U.S. allocation	2/14/06	84 days
ĺπ	Workers' Compensation assumptions and methodology across years		
Ŧ	Additional information on pension and OPEB (backup/bridge for analysis of traditional vs. proposed pennysheet amounts)		
Ģ.	Additional information on medical plan insurance (SPD, all costing info. and assumptions)	1/27/06	66 days
H.	H. Pennysheet for Contract and Skilled worker categories	1/31/06	70 days
I.	Any comparable Pennysheet analysis for competitors		

Labor-Related Data Requests (cont'd)

DATE RECEIVED

RESPONSE TIME

Competitive analysis

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- A. Supporting detail and calculations for reverse engineering on bids
- Backup details for all-in wages in "other estimated benchmark comparison"

В

companies are comparable All supporting information as to why selected

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Backup detail and data behind CAR report

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Modification Related Requests

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MODIFICATION RELATED REQUESTS

Sent February 8, 2006

	DATE RECEIVED	RESPONSE TIME
Assumptions used in the Modified Steady State Plan		
materials from Feh 2, 2006		

- materials from Feb 2, 2006

 A. Breakdown detail of labor-related cost savings,
- Breakdown detail of labor-related cost savings, including wage reductions, healthcare reductions, elimination of JOBS, etc.
- down to 50+10; 75% elect retirement, etc.)

 Detail behind calculations of pension and OPEB savings

S

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Headcount walk used in pension savings (retirements

3/24/06

44 days

- D. Estimated normalized pension expense that may remain with Delphi post-freeze (amount associated with salaried, etc.)
- High level assumptions used in the Modified Steady State Plan with Portfolio Changes

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- COGS/Gross Margin improvement in gross margin due to change in business mix?
- Material/manufacturing performance assumptions in forecast

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Ç Ď. SG&A savings initiatives assumed Booz Allen report discussing potential SG&A savings 3/15/06 3/15/06 35 days 35 days

STEADY STATE SCENARIO REQUESTS

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Steady State Scenario Requests

STEADY STATE SCENARIO REQUESTS

Sent February 23, 2006

	1	DATE RECEIVED	RESPONSE TIME
I.	Y-o-y revenue analysis by region and division for the forecasted period (similar format to Tab 5 of the Steady State Materials)	4/3/06 - 4/13/06	39 days, 49 days
II.	Consolidating divisional P&L by facility and/or by region (breakdown from Revenue, Manufacturing, Freight/Material, engineering, JOBS/TLO, SG&A, D&A, EBITDA, Operating Income, as well as capital expenditures)	3/24/06 - 4/06/06	29 days, 42 days
Ш.	Schedule of cost initiatives (SG&A and manufacturing), if any, to be implemented by each division by year	3/30/06	35 days
IV.	Explanation of allocation methodology for corporate overhead and other P&L items for both divisional as well as regional financial projections	3/30/06	35 days
.₹	Pension and OPEB projected expenses and cash contribution amounts at the plant level for hourly/salaried and active/retiree to match Steady State figures (schedule provided corresponds to Summer 2005 Business Plan)	3/24/06	29 days

geographic segmentation as well, if available

Steady State Scenario Requests (cont'd)

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	VII.		VI.
classification of salaried employees by general function, e.g. sales and marketing, planning, legal, finance, manufacturing, engineering. Please provide	For each division and for the forecasted period,	flow number e.g. A/R, A/P, inventory balances, other assets and other liabilities by year, as well as capital expenditures	Forecasted free cash flow before financing activities by division and by geography for the forecasted period. Please provide supporting numbers for the free cash

RESPONSE TIME

48 days

4/12/06

DATE RECEIVED

Modified Steady State Scenario Requests

MODIFIED STEADY STATE SCENARIO REQUESTS

Sent March 10, 2006

		DATE RECEIVED	RESPONSE TIME
T.	For the "left side" and "right side" projections, please provide the "headcount walk" by employee category (e.g. Tier I, Tier II, Tier IV, JOBS/TLO, contract labor, as applicable), labor reduction breakdown (buyouts, voluntary/MSR retirement, severance, etc.), tier conversion detail, need-to-run detail (left and right side), etc. (please refer to Rothschild's Model—Headcount Walk tab)	3/24/06	14 days
п.	For each headcount walk category above, please detail wage assumptions (including pension, OPEB and/or other benefits) for the different labor tiers and categories, as well as annual hours worked assumptions (please refer to Rothschild's Model – Labor tab)	3/24/06	14 days
III.	Please provide cash flow and balance sheet projections broken down by "left and right side"		
IV.	If available, please provide the "left side" and "right side" transformation projections broken down by debtor and non-debtor entities (request clarified as below on 3/16/2006)	3/16/06	6 days

Modified Steady State Scenario Requests (confd)

DATE RECEIVED

RESPONSE TIME

VI. Please pens projection hourly/paid.	C. The to fc mar wha	B. Wha	A. <u>A di</u> <u>we a</u> <u>wha</u>	V. <u>Please pro</u> <u>projection</u> <u>provide do</u> <u>and 2010"</u>	B. <u>Can</u> assu stru	A. <u>Con</u> <u>inter</u> <u>side</u> and
Please provide the significant assumptions surthe pension and OPEB expense and cash flow projections, including the split between hourly/salaried for OPEB pension and OPEB paid.	commercial risk ov ce the EBITDA m in – how does Dely is the basis? (Peer	What are the assumption givebacks?	A discussion of the revenue walk would be we are hoping to gain a better understand what creates the pricing adjustments, etc.	rovide year-over-ye: n period for both " detail on "commerc"	Can you please provide assumptions for the allo structure, etc.?	istent with the origin ested in N. America basis rather than co
Please provide the significant assumptions supporting the pension and OPEB expense and cash flow projections, including the split between hourly/salaried for OPEB pension and OPEB cash paid.	The commercial risk overlays appear to be plugs to force the EBITDA margin back down to a 9.6% margin – how does Delphi justify this margin, and what is the basis? (Peer margins appear lower).	What are the assumptions behind the price-givebacks?	A discussion of the revenue walk would be helpful; we are hoping to gain a better understanding as to what creates the pricing adjustments, etc.	Please provide year-over-year revenue analysis for the projection period for both "left and right side". Please provide detail on "commercial risk overlays in 2009 and 2010"	Can you please provide the detail behind the assumptions for the allocations, such as cost structure, etc.?	Consistent with the original request, we're more interested in N. America on a "left side" and "right side" basis rather than consolidated. Full projections and not simply revenue and O.I. would be helpful.
orting ash	ilugs a 9.6% n, and er).		<u>ielpful;</u> g as to	or the Please 009	ien ku	e ight etions elpful.
3/24/06				3/16/06		
14 days				6 days		

Modified Steady State Scenario Requests (cont'd)

APRIL 2006

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RESPONSE TIME

split between hourly/salaried for OPEB pension and OPEB cash paid? When this is provided can you please include the

- VII. "buyout, severance & plant closing cash." Please provide detail supporting payments for
- namely, what is the detail behind the four chart: salaried severance and non-people costs? numbers presented on the left-hand side of the What is the supporting detail behind these costs,
- Could you please provide that data on a year-overyear basis?

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- Ç netted against the SG&A savings shown on the Could you please explain the following footnote related to SG&A restructuring totaling \$282M are and reconcile the figures: "Restructuring costs income statement."
- D. The add-back of restructuring-related expenses on expense) match the total restructuring expense add-backs total \$153m. Could you please reconcile shown on the P&L statement in all years save this discrepancy? 2008, in which the P&L expense is \$105m and the buyout/severance/plant closing, and restructuring the Cash Flow statement (asset impairments,

6 days

Modified Steady State Scenario Requests (confd)

E. We were hoping to receive the data in a similar format to what was presented on pages 6-7 of the August 29, 2005 "What If" Discussion materials.

This page presents a chart with line-by-line categories of high wage conversion, GM flowback, etc., and the corresponding assumptions including number of employees and assumed payment per employee. Can you please provide this data?

- VIII. Please provide detail on "SG&A initiatives", at a minimum please provide detail on dollar and headcount impact
- What are the estimated costs to implement these savings?
- How do the savings for the Transformation scenario build over time? i.e. a year-by-year savings chart is provided on pg. 56 for the Steady State scenario but not for the Transformation.

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- C. Does the Company truly estimate achieving only an incremental \$90 million of SG&A savings as a result of the Transformation (\$540m vs. \$450m)?

 Does the Company not project further savings in 2010 after being a fully stand-alone company?
- IX. Please identify which businesses and facilities have been identified as "non-continuing businesses"

3/15/06

5 days

3/16/06

6 days

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MARCH 24TH PROPOSAL/ATTRITION/CURRENT PERFORMANCE REQUESTS

March 24th Proposal/Attrition/Current Performance Request List

March 24th Proposal/	/Attrition/Current I	Current Performance
Request List		
Sent April 7-13, 2006		

Sens April 1-13, 2006	DATE RECEIVED	RESPONSE TIME
I. <u>Deliverables from Meetings on April 4th and 6th, 2006</u> (Sent April 7, 2006)		
A. 2+10 2006 forecast	4/20/06	13 days
B. Plant-level financials and profitability studies as referenced in conjunction with GM contract rejection motion (Eisenberg declaration)	4/19/06	12 days
C. Business division financials - sales and COGS are provided; are any additional P&L items available, such as allocated SG&A or D&A?	4/12/06	5 days
D. Please provide Competitive Benchmark and Consensual scenarios of the model incorporating effects of attrition program (75% acceptance at a min.)	4/13/06	6 days

March 24th Proposal/Attrition/Current Performance Request List (confd)

C. Please provide g statement that " are above plan"	B. <u>Discussion of Y</u> revenue, operati	A. "2005 Income Si are based on act updated financia will unaudited 2	II. Recent Operating P	G. Backup detail on incenti for salaried employees, in performance targets, etc.	F. Backup behind sl (e.g. support for l wage of \$22/hr u Sept. 3rd. Also, fo Scenario: does ho "Wages" input p dips below \$23/h additional detail, similar questions.	E. Headcount walks for one of the consensual scenarios, non-continuing busing Steady State scenario)	
Please provide greater detail behind Delphi statement that "new business bookings YTD 2006 are above plan"	Discussion of YTD performance vs. forecast: booked revenue, operating income, EBITDA, etc.	"2005 Income Statement projections included herein are based on actuals through August" - are any more updated financial results for 2005 available? When will unaudited 2005 results be provided?	Recent Operating Performance (Sent April 8, 2006)	Backup detail on incentive compensation program for salaried employees, including specific performance targets, etc.	Backup behind skilled/production wages in model. (e.g. support for blended cost in 2007 of production wage of \$22/hr until Sept. 3rd and \$16.50/hr effective Sept. 3rd. Also, for years 2008-2010 in the Consensual Scenario: does hourly rate truly reach \$16.50/hr? The "Wages" input per row 2046 on Scenarios tab never dips below \$23/hr.) See Lazard support schedule for additional detail, as well as Questions 16-18 for similar questions.	Headcount walks for Competitive Benchmark and Consensual scenarios, preferrably for continuing and non-continuing businesses (as provided for Modified Steady State scenario)	
4/10/06				4/10/06	4/13/06 and 4/18/06	4/13/06	DATE RECEIVED
3 days				3 days	6 days and 12 days	6 days	RESPONSE TIME

March 24th Proposal/Attrition/Current Performance Request List (confd)

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III. except C&D which were sent on April 10, 2006) Model / Attrition Program / Bridges (Sent April 8, 2006

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scenario)	businesses (as provided for Modified Steady State	preferably for continuing and non-continuing	scenarios incorporating the attrition program,	of the Competitive Benchmark and Consensual	Please provide a headcount walk showing the effect

4/13/06

6 days

4/13/06

6 days

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wage costs per supporting Lazard schedule attached.	March 27th Model - please reconcile various hourly
	4/18/06
	11 days

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March 24th Proposal/Attrition/Current Performance Request List (cont'd)

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figures from the model, UCC presentation, We are trying to reconcile various cost per hour <u>pennysheets, etc.</u>

- Ħ D. Attrition Program Model - please reconcile \$30.90/hr "Wages" cost in the model is before "Legally 3/30/06 UCC Presentation. Please confirm that the March 27th Model - please confirm that "Wages", as Required" costs. Please also confirm that "Legally model, corresponds to "Wage & Related" costs per the model (Rows 2092-2094) Required" costs are embedded within "Other" in the pennysheet format, such as pages 42-43 of the listed on Rows 2044-2046 of the Scenarios tab in the New Hire Blend Cost (row 70) with costs provided
- supplemental rate? Skilled employees at higher wage rates than the \$24.95/hr in 2006 and \$25.83/hr in 2007. The on Supplemental New Hire pennysheet, where total but appears higher. Does New Hire Blend consist of comment next to the rate says, "At Supplemental" labor cost (including pension and OPEB costs) is
- calculation of "variance in temp employees to Attrition Program headcount walk - please explain Delphi pay" (outer years)

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occur in 3Q06, though Delphi suggested they would Attrition Program headcount walk - All retirements headcount walk for an estimated/anticipated be spread over 1.5 - 2.0 years. Please provide a

4/13/06

6 days

6 days

4/13/06

6 days

4/13/06

March 24th Proposal/Attrition/Current Performance Request List (cont'd)

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scenario from the Competitive Benchmark that	additional wind-down occurs in the Consensual	bridges - CF Before Financing: please explain what	H. Steady State to Competitive Benchmark/Consensual	
			4/13/06	
			6 days	

Competitive Benchmark to Consensual OI bridge the amount the year prior.) is subsidy the highest in 2010 - more than five times please explain trend in GM wage subsidy. (Eg, why

<u>ب</u>

affects cash flow

4/11/06

4 days

IV. Other (Sent April 8, 2006)

Weber declaration report: please provide backup supporting average price-down statistics required by Delphi's other OEM customers